				ES	SENTIAL	L PUBLIC	HEALTH	I SERVIC	8 9 10									
	CORE COMPETENCIES	1 Monitor	2 Diagnose Investigate	3 Educate	<b>4</b> Partner	5 Policies	6 Enforce	7 Link People	Competent									
	Analytic/Assessment Skills																	
1)	Assesses the health status of populations and their related determinants of health and illness (1)	Х	х	X	Х	Х	Х	Х	Х	X	Х							
2)	Describes the characteristics of a population-based health problem (2)	X	х	X	Х	X	X	X	X	X	X							
3)	Selects variables that measure public health conditions	Х	х								Х							
4)	Uses methods and instruments for collecting valid and reliable quantitative and qualitative data	Х	Х					Х	Х	Х	Х							
5)	References sources of public health data and information	Х	Х							Х	X							
6)	Evaluates the integrity and comparability of data	Х	X							Х	X							

				ES	SENTIAL	. PUBLIC	HEALTH	SERVIC	ES		
	CORE COMPETENCIES	1 Monitor	2 Diagnose Investigate	3 Educate	<b>4</b> Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	<b>9</b> Evaluation	10 Research
Anal	ytic/Assessment Skills (cont'd)										
7)	Identifies gaps in data sources	Х	X							Х	X
8)	Employs ethical principles in the collection, maintenance, use, and dissemination of data and information	Х	Х							Х	Х
9)	Interprets quantitative and qualitative data	Х	Х					Х		Х	Х
10)	Makes community-specific inferences from quantitative and qualitative data (3)	Х	х	Х			Х				
11)	Uses information technology to collect, store, and retrieve data	Х	х								
12)	Utilizes data to address scientific, political, ethical, and social public health issues	Х	X	X	X	Х	Х	X	Х	X	X

				ES	SENTIAL	PUBLIC	HEALTH	SERVIC	ES		
	CORE COMPETENCIES	1 Monitor	2 Diagnose Investigate	3 Educate	<b>4</b> Partner	<b>5</b> Policies	6 Enforce	7 Link People	8 Competent Workforce	<b>9</b> Evaluation	10 Research
	Policy Development/ Program Planning Skills										
1)	Analyzes information relevant to specific public health policy issues	х	Х	Х	х	Х	х	х	Х	Х	Х
2)	Articulates policy options		Х	Х	Х	Х		Х	х		
3)	Determines feasibility and expected outcomes of policy options (4)		Х	Х	Х	Х		Х	х		
4)	Articulates the implications of policy options (5)		х	Х	Х	Х		Х	х		
5)	Utilizes decision analysis for policy development and program planning					Х		х			
6)	Manages public health programs consistent with public health laws and regulations			X	X	X	X			X	

	CORE			ES	SENTIAL	PUBLIC	HEALTH	SERVIC	ES		
	COMPETENCIES	1 Monitor	2 Diagnose Investigate	3 Educate	<b>4</b> Partner	<b>5</b> Policies	6 Enforce	7 Link People	8 Competent Workforce	<b>9</b> Evaluation	10 Research
Pro	Policy Development/ ogram Planning Skills (cont'd)										
7)	Develops a plan to implement policy and programs	Х	х			Х	Х	х	х	х	х
8)	Incorporates policy into organizational plans, structures, and programs					Х		Х	Х		
9)	Develops mechanisms to monitor and evaluate programs for their effectiveness and quality		Х			Х		Х	Х	Х	
10)	Incorporates public health informatics practices (6)	Х	Х			Х			Х		Х
11)	Develops strategies for continuous quality improvement	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х

				ES	SENTIAL	. PUBLIC	HEALTH	SERVIC	ES		
	CORE COMPETENCIES	1 Monitor	2 Diagnose Investigate	3 Educate	<b>4</b> Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	<b>9</b> Evaluation	10 Research
	Communication Skills										
1)	Assesses the health literacy of populations served	X	Х	Х	Х	Х		X	Х	X	Х
2)	Communicates in writing and orally, in person, and through electronic means, with linguistic and cultural proficiency	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
3)	Solicits input from individuals and organizations	X		X		Х	Х	X	Х	X	х
4)	Utilizes a variety of approaches to disseminate public health information (7)	Х	х	Х	х	х	Х	х	Х	х	х
5)	Presents demographic, statistical, programmatic, and scientific information for use by professional and lay audiences	Х	Х	Х	Х	Х	Х			Х	Х
6)	Applies communication strategies (8) in interactions with individuals and groups	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х

				ES	SENTIAL	PUBLIC	HEALTH	SERVIC	ES		
(	CORE COMPETENCIES	1 Monitor	2 Diagnose Investigate	3 Educate	<b>4</b> Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	<b>9</b> Evaluation	10 Research
Cı	ultural Competency Skills										
,	Incorporates strategies for interacting with persons from diverse backgrounds (9)	Х	х	Х	Х	х	Х	Х	х	х	х
	Considers role of cultural, social, and behavioral factors in the accessibility, availability, acceptability and delivery of public health services			Х	Х	Х		Х		Х	Х
	Responds to diverse needs that are the result of cultural differences			X	Х	X		Х		X	X
	Explains the dynamic forces that contribute to cultural diversity	Х	Х	Х	Х	Х		Х	Х	Х	Х
	Describes the need for a diverse public health workforce			Х	Х	Х	Х	Х	Х	Х	
	Assesses the public health organization for its cultural competence			X	х	X	X	Х	Х	Х	X

	CORE			ES	SENTIAL	. PUBLIC	HEALTH	SERVIC	ES		
	CORE COMPETENCIES	1 Monitor	2 Diagnose Investigate	3 Educate	<b>4</b> Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	<b>9</b> Evaluation	10 Research
Commu	unity Dimensions of Practice Skills										
1)	Assesses community linkages and relationships among multiple factors (or determinants) affecting health (10)	Х	Х	Х	х	Х	Х	Х	Х	Х	Х
2)	Collaborates in community-based participatory research efforts			Х	х	Х		Х			
3)	Establishes linkages with key stakeholders			Х	х	Х		Х			
4)	Facilitates collaboration and partnerships to ensure participation of key stakeholders			Х	Х	Х				х	Х
5)	Maintains partnerships with key stakeholders			Х	Х	Х		Х			
6)	Uses group processes to advance community involvement		X	Х	Х	X	Х	Х			

			ES	SENTIAL	PUBLIC	HEALTH	SERVIC	ES		
CORE COMPETENCIES	1 Monitor	2 Diagnose Investigate	3 Educate	<b>4</b> Partner	<b>5</b> Policies	6 Enforce	7 Link People	8 Competent Workforce	<b>9</b> Evaluation	10 Research
Community Dimensions of Practice Skills (cont'd)										
7) Describes the role of governmental and non-governmental organizations in the delivery of community health services			Х	Х	Х	Х	Х	Х		Х
Negotiates for the use of community assets and resources		х		Х			Х			
Uses community input when developing public health policies and programs		X		X						
10) Promotes public health policies, programs, and resources	Х		Х	Х				Х	Х	Х

				ES	SENTIAL	. PUBLIC	HEALTH	SERVIC	ES		
	CORE COMPETENCIES	1 Monitor	2 Diagnose Investigate	3 Educate	<b>4</b> Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	<b>9</b> Evaluation	10 Research
Basi	c Public Health Sciences Skills										
1)	Describes the scientific foundation of the field of public health								X	X	Х
2)	Identifies prominent events in history of the public health profession								Х	Х	Х
3)	Relates public health science skills to the Core Public Health Functions and Ten Essential Services of Public Health								Х		
4)	Applies the basic public health sciences (11) to public health policies and programs	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
5)	Conducts a comprehensive review of the scientific evidence related to a public health issue, concern, or intervention		X							Х	Х

			ES	SENTIAL	PUBLIC	HEALTH	SERVIC	ES		
CORE COMPETENCIES	1 Monitor	2 Diagnose Investigate	<b>3</b> Educate	<b>4</b> Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	<b>9</b> Evaluation	10 Research
Basic Public Health Sciences Skills (cont'd)										
Retrieves scientific evidence from a variety of text and electronic sources								Х		Х
7) Determines the limitations of research findings (12)										Х
8) Determines the laws, regulations, policies, and procedures for the ethical conduct of research (13)					Х	Х		Х		х
9) Contributes to building the scientific base of public health								Х		

				ES	SENTIAL	. PUBLIC	HEALTH	SERVIC	ES		
	CORE COMPETENCIES	1 Monitor	2 Diagnose Investigate	3 Educate	<b>4</b> Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	<b>9</b> Evaluation	10 Research
	Financial Planning and Management Skills										
1)	Interprets the interrelationships of local, state, and federal public health and health care systems for public health program management								X	X	X
2)	Interprets the organizational structures, functions, and authorities of local, state, and federal public health agencies for public health management								Х	X	X
3)	Develops partnerships with agencies within the federal state, and local levels of government that have authority over public health situations or with specific issues, such as emergency events					Х	Х	Х	Х		Х
4)	Implements the judicial and operational procedures of the governing body and/ or administrative unit that oversees the operations of the public health organization					Х	Х	Х	Х	Х	Х
5)	Develops a programmatic budget	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х

	CORE			ES	SENTIAL	PUBLIC	HEALTH	SERVIC	ES		
	COMPETENCIES	1 Monitor	2 Diagnose Investigate	3 Educate	<b>4</b> Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
ı	Financial Planning and Management Skills (cont'd)										
6)	Manages programs with current and forecasted budget constraints	X	X	X	X	X	х	Х	X	X	X
7)	Developes strategies for determining budget priorities	X	X	X	X	X	Х	Х	Х	X	X
8)	Evaluates program performance	Х	X	X	Х	Х	Х	Х	Х	Х	X
9)	Uses evaluation results to improve performance	Х			Х	Х	Х	Х	Х	Х	X
10)	Prepares proposals for funding from external sources	Х	Х	Х	Х	Х	х	Х	Х	Х	Х
11)	Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution conflicts.	X	X	Х	X	X	Х	Х	X	X	X
12)	Applies public health informatics skills to improve program and business operations							Х	Х	Х	Х

	ESSENTIAL PUBLIC HEALTH SERVICES										
CORE COMPETENCIES	1 Monitor	2 Diagnose Investigate	3 Educate	<b>4</b> Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	<b>9</b> Evaluation	10 Research	
Financial Planning and Management Skills (cont'd)											
13) Negotiates contracts and other agreements for the provision of services			Х	X	X	Х					
14) Utilizes cost-effectiveness, cost-benefit, and cost-utility analyses in programmatic prioritization and decision making					х				х		

CORE COMPETENCIES		ESSENTIAL PUBLIC HEALTH SERVICES										
		1 Monitor	2 Diagnose Investigate	3 Educate	<b>4</b> Partner	<b>5</b> Policies	6 Enforce	7 Link People	8 Competent Workforce	<b>9</b> Evaluation	10 Research	
Leader	ship and Systems Thinking Skills											
1)	Incorporates ethical standards of practice as the basis of all interactions with organizations, communities, and individuals	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	
2)	Incorporates systems thinking into public health services				Х	Х	X	Х	Х			
3)	Participates with stakeholders in identifying key values and a shared vision as guiding principles for community action	Х	Х	Х	Х	Х	Х	х	Х	х	Х	
4)	Identifies internal and external problems that may affect the delivery of essential public health services	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	

			ES	SENTIAL	PUBLIC	HEALTH	SERVIC	ES		
CORE COMPETENCIES	1 Monitor	2 Diagnose Investigate	3 Educate	<b>4</b> Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	<b>9</b> Evaluation	10 Research
Leadership and Systems Thinking Skills (cont'd)										
5) Promotes individual, team, and organizational learning opportunities								Х		
6) Establishes mentoring, peer advising, coaching, or other personal development opportunities for public health workforce			Х				Х	Х		Х
7) Contributes to the measuring, reporting, and continuous improvement of organizational performance					X	Х		X	X	
8) Modifies organizational practices in consideration of changes in the public health system, and the larger social, political, and economic environment			Х	Х	Х	Х				

#### Indiana Public Health Workforce Development

#### **EDUCATION & TRAINING TOOLKIT**

- (1) Examples include: factors contributing to health promotion and disease prevention, the availability and use of health services
- (2) Examples include: equity, social determinants, environment
- (3) Examples include: risks and benefits to the community, health and resource needs
- (4) Examples include: health, fiscal, administrative, legal, ethical, social, political
- (5) Examples include: health, fiscal, administrative, legal, ethical, social, political
- (6) Examples include: use of data and information technology standards across the agency where applicable, and use of standard software development life cycle principles when developing new IT applications
- (7) Examples include: social networks, media, blogs
- (8) Examples include: principled negotiation, conflict resolution, active listening, risk communication
- (9) Examples include: cultural, socioeconomic, educational, racial, ethnic, sexual orientation, professional
- (10) "Ecological Perspective" as cited by the Committee on Educating Public Health Professionals for the 21st Century, Institute of Medicine (IOM), Who Will Keep the Public Healthy? Educating Health Professionals for the 21st Century, Washington, DC: National Academy Press; 2003
- (11) Including, but not limited to: biostatistics, epidemiology, environmental health sciences, health services administration, and social and behavioral sciencesCouncil on Education for Public Health (CEPH). Public Health Program Criteria Amended June 2005 (PDF file). Retrieved March 13, 2009 from: http://www.ceph.org/files/public/PHP-Criteria-2005.s05.pdf
- (12) Examples include: limitations of data sources, importance of observations and interrelationships
- (13) Examples include: patient confidentiality, human subject processes
- (14) Examples include: business process analysis, enterprise-wide information planning

#### The Council on Linkages Between Academia and Public Health Practice, Public Health Foundation

Note: As of toolkit publication date, June 2010, this is the most current version of the published matrix. Please check back on the Public Health Foundation's website in the third quarter of 2010 for additional updates: http://www.phf.org/link/corecompetencies.htm.